

THE OTR INFLUENCE ON THE IMAGE OF THE AGENCY

(Resume of a Briefing)

Although the major purpose of this briefing is to describe the OTR influence on the "outside" image of the Agency, it is important to note that OTR also has a significant impact on the "inside" image of the Agency.

Through the medium of orientation and review courses, OTR has helped to form or to re-form the Agency image in the minds of 2,098 Agency employees during calendar year 1966. Of this total, 673 were new, non-CT professionals; 228 were Career Trainees; 206 were "old" professionals; and 991 were new, non-professional employees.

OTR has influenced the "outside" image of the Agency through both "Agency briefings" and "subject briefings." The term "Agency briefings" is used to describe those briefings that are directly related to Agency missions, functions, and responsibilities within the Intelligence Community and the U.S. Government; the term "subject briefings" includes those briefings related to a particular area, discipline, or problem.

The three major OTR functions through which image-influence is exercised are (1) the "speakers' bureau" function, (2) the OTR briefing function, and (3) the preparation of Agency representatives for the senior service schools.

During CY 1966, through the "speakers' bureau" function, OTR has arranged 181 programs, almost entirely "subject briefings", by non-OTR personnel. These programs have been provided in response to direct requests from USIB groups, in response to OCR Liaison requests originated by non-USIB Government individuals and groups, and in response to Assistant to the Director requests originated by non-Government groups.

During CY 1966, through the OTR briefing function, OTR has provided 293 programs, 139 of them "Agency briefings" and 154 of them "subject briefings", by OTR personnel to a total audience of 13,732 persons. In terms of numbers of persons briefed, 40% of the OTR briefing effort was devoted to State and AID; 33% to Defense; 22% to other Government groups; 4% to non-Government groups; and 1/2 of 1% to foreign officials.

During CY 1966, 55 applicants for the senior service schools were considered by the Training Selection Board, and 25 were selected. These 25 were given a three-day program of preparation for their assignments to the schools.

It is impossible to evaluate the effectiveness of the OTR influence on the "outside" image of the Agency in quantitative terms -- either numbers of programs provided or numbers of persons briefed. Likewise it is impossible to base evaluation on feed-back, which is of necessity sporadic and incomplete. OTR personnel who are responsible for the three major OTR briefing functions have reached, however, certain seat-of-the-pants conclusions:

1. Senior Agency officials and Agency representatives in the senior service schools have the most beneficial impact at high levels in Government groups.
2. At the middle level, the briefing of State and Defense groups pay dividends in better understanding and closer cooperation; it is at this level that the OTR effort is most effective.
3. Briefings of individual foreign officials often produce immediate pay-off in terms of cordial and productive cooperation in operational activities.
4. Briefings of non-Government groups improves the Agency's "public" image, but for a very small segment of the public. Any really productive effort in the non-Government area would require a major additional program -- planned, perhaps, by professional public relations consultants.

Attached are photographs of the visual aids used in this briefing.